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**ORGANIZATIONAL POLITICS, WORKPLACE TRUST AND HRM
PRACTICES ON TURNOVER INTENTION:**

A STUDY AT INSAN BAKTI SDN BHD

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MASTER OF SCIENCE MANAGEMENT

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**ORGANIZATIONAL POLITICS, WORKPLACE TRUST AND HRM
PRACTICES ON TURNOVER INTENTION:**

A STUDY AT INSAN BAKTI SDN BHD

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UUM
Universiti Utara Malaysia

**Thesis submitted to
School of Business Management,
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in partial fulfilment of the requirement for the degree of Master of Science
Management**



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ABSTRACT

Employee turnover is harmful that can affect the performance, profitability and intellectual resources of the company. Several factors have been proposed to get more information about the reason behind why employee may choose to stop/leave their company. Some of the organizational variables that have been considered by past research perceived organizational justice, job satisfaction, Perceived psychological contract breach, and perceived organisation support among others. Despite these empirical studies, literatures indicate the requirements for additional investigation on healthcare industry by using the perceived organisation politic, organisation trust, Human Resource Management practice (HRM) on turnover intention. Hence the present study fill study gap perceived organisational politic, workplace trust, human resource management practice (HRM) on turnover intention among employees in Insan Bakti Sdn Bhd, using multiple regression analysis techniques. One hundred and twenty (120) staffs participated in the study. Result indicated that Independent variables, Human Resources Practice (Training and Development, Compensation practise and Career Growth) (sig. < 0.05) were statistically significant. Another three variables were not statistically significant which is Perceived Organizational Politics, Interpersonal Trust and Organizational Trust. This implied that only three variables contribute significantly and was important determinants in formation of respondents' support. Among the variables, compensation practice has the highest positive impact upon future consumption. The theoretical and practical implications of the results are discussed.

Keywords: *Turnover intentions, Organizational politics, workplace trust and HRM Practices, among employees in Insan Bakti Sdn Bhd.*

ABSTRAK

Lantik henti pekerja adalah berbahaya yang mana boleh menjejaskan prestasi, keuntungan dan sumber intelektual syarikat. Beberapa faktor telah dicadangkan untuk mendapatkan lebih banyak maklumat mengenai alasan di sebalik mengapa pekerja mengambil keputusan untuk meninggalkan syarikat mereka. Antara faktor-faktor yang telah diambil kira oleh penyelidikan lepas dalam organisasi adalah termasuk tanggapan keadilan organisasi, kepuasan kerja, tanggapan pelanggaran kontrak psikologi dan tanggapan sokongan organisasi. Di sebalik kajian empirikal ini, karya lalu menunjukkan bahawa perhatian yang diberikan kepada tanggapan pengaruh politik organisasi, kepercayaan organisasi dan tanggapan amalan pengurusan sumber manusia (PSM) terhadap lantik henti pekerja amat sedikit. Oleh itu, kajian ini mengisi jurang tersebut dengan meneliti hubungan kait antara tanggapan politik organisasi, kepercayaan organisasi, amalan sumber manusia mengenai niat lantik henti di kalangan pekerja di Insan Bakti Sdn Bhd, dengan menggunakan analisis teknik regresi berbilang. Seratus dua puluh (120) orang kakitangan mengambil bahagian dalam kajian ini. Keputusan menunjukkan amalan sumber manusia (latihan dan pembangunan, amalan pampasan dan pertumbuhan kerjaya) ($\text{sig} < 0.05$) adalah signifikan secara statistik. Selanjutnya, tiga pembolehubah tidak signifikan secara statistik yang diperkirakan politik organisasi, kepercayaan sesama sendiri dan kepercayaan organisasi. Ini menunjukkan bahawa hanya tiga pembolehubah menyumbang dengan ketara dan merupakan penentu penting dalam pembentukan sokongan responden. Di antara pembolehubah, amalan pampasan mempunyai kesan positif tertinggi pada penggunaan masa depan. Implikasi teori dan praktis hasil keputusan yang diperoleh turut dibincangkan.

Kata kunci: lantik henti, politik organisasi, kepercayaan organisasi dan amalan sumber manusia, di kalangan pekerja di Insan Bakti Sdn Bhd.

ACKNOWLEDGEMENT

This learning experience has been a very challenging, yet fulfilling one indeed. There was time I feared that I may not be able to succeed but with the unconditional support of many special people, I have managed to pull through and accomplish my goals. Hence, I would like to take this opportunity to express my sincerest appreciation to those who has sincerely helped through my journey.

First and foremost, I would like to express my special appreciation, respect, and thanks to my research paper supervisor, Dr. Bidayatul Akmal Mustafa Kamil who is always there to give me advice, guidance, encouragement and sharing generous amount of time throughout the process of completing this study.

Next, I deeply appreciate my mother, my siblings for their endless love, support and believe in me. I would like extend my gratitude to my friend Vimal, who had given me unconditional support during the journey of this study. I also like to express my thanks to the employees at Insan Bakti Sdn Bhd who participated in the data collection process. Lastly, my deepest appreciation to those directly and indirectly who had given me assistance throughout my study.

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List Of Abbreviations

Description of Abbreviation	Abbreviation
Human Resources Management	HRM
Social Exchange Theory	SET
Insan Bakti	IB



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

For any business to be run successfully, human resources are very important (Phillips, 2005). A company need a good leadership to be run the business successfully. A subsequent need is great hierarchical and the board rehearses. There must be a group of individuals with the learning, abilities, aptitudes, and frames of mind to play out an adequately abnormal state of generation to achieve the company mission and financial performance (Herman,1999).

Employee turnover is characterized as the convergence and exit of people into and out of the work power of an association over a particular time (Phillips, 2005). Exit from an association can appear as leaving, excess, retirement, rejection or death. Employee turnover can be break down into two categories. That is voluntary turnover and involuntary turnover. Voluntary turnover can define as the individual's choices or preference. Involuntary turnover can be defined as it is because of end of the work by the association. Involuntary turnover incorporates all rejection type of leave which is accepted to be advantageous to the association, while voluntary turnover represents every other type of exit and is felt to be a misfortune to the company (Arm strong, 2006).

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QUESTIONNAIRE



FACTORS LEADING TO HIGH EMPLOYEE TURNOVER A STUDY AT INSAN BAKTI SDN BHD

Dear sir/Madam,

Thank you for accepting to be one of my respondents. Your assistance will be highly appreciated in this research, which I am currently working on in partial fulfilment of the requirement for the award of MSc. Management.

This research aim to find the factors leading to high employee turnover in Insan Bakti Sdn Bhd, Subang Jaya, Malaysia.

This survey is for the purpose of academic exercise and part the requirement for the award of Master's Degree. Therefore, this questionnaire is aim at obtaining your valuable opinion in order to obtain information needed for the success of the study. While I promise your responses will be treated with ultimate confidence and used strictly for academic purpose. The questionnaire is expected to take only 10 minutes to completes

I greatly appreciate your participation in the study. Thank you for your cooperation and giving part of your time for the survey.

Best regards

Ravichandran A/L Jaya Raman

MSc. Student (Management)

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Phone No. 012 9171401

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PART A RESPONDENTS INFORMATION

INSTRUCTION: please respond by ticking (✓) in the box

1. Gender

Male ☐ Female ☐

2. Age

20 – 30 years ☐ 31 – 40 years ☐ 41 – 50 years ☐ 51 and above ☐

3. Marital status

Single ☐ Married ☐

4. Qualification

PMR ☐ SPM ☐ Diploma ☐ Degree ☐ Master's Degree ☐

5. Experience

Less than 1year ☐ 1-5years ☐ 6-10 years ☐ 11years and above ☐

Circle (O) which best describes your opinion of the statement.

		TURNOVER INTENTIONS				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
No.	Turnover Intention					
1	I have intention of resigning from Insan Bakti Sdn Bhd.	1	2	3	4	
2	It is likely that I would not continue to be a staff of the company during my tenure of employment in this company.	1	2	3	4	
3	I have every likelihood of resigning from the company.	1	2	3	4	

Circle (O) which best describes your opinion of the statement.

		PERCEIVED ORGANISATIONAL POLITICS				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
No.	PERCEIVED ORGANISATIONAL POLITICS					
1	Employees in this company tear others down in an effort to build themselves up.	1	2	3	4	5
2	In this company, the best alternative is agreeing with powerful others.	1	2	3	4	5
3	In the event of decisions on promotion and pay raise in this company, policies are irrelevant.	1	2	3	4	5
4	In this company promotions are based on who you know, that is why it is not valued.	1	2	3	4	5
5	In this company, sometime leaving workmate with their personal interest is better than telling the truth.	1	2	3	4	5
6	I positively perceived that the company's management will treat me with justice.	1	2	3	4	5

Circle (O) which best describes your opinion of the statement.

		INTERPERSONAL TRUST				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
No.	INTERPERSONAL TRUST	1	2	3	4	5
1	Majority of our colleagues discharge their duty even without supervision.					
2	I have assurance on skills of my colleagues.	1	2	3	4	
3	I can rely on my workmates by their words to do something.	1	2	3	4	
4	I can belief that my workmates will help me when I needed.	1	2	3	4	

Circle (O) which best describes your opinion of the statement.

		ORGANISATIONAL TRUST				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
No.	ORGANISATIONAL TRUST	1	2	3	4	5
1	Management of this company makes sensible decisions and can be trusted for the future of the hospital.		1	2	3	4
2	The management of this company are quite prepared to deceive workers in gaining advantage.		1	2	3	4
3	Unless this company can attract better administrators, the future will be poor.		1	2	3	4
4	In this company management is seems to be effective and efficient		1	2	3	4

	In this company, management is set to gain the benefit of workers by deceiving them.	1	2	3	4	5
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Circle (O) which best describes your opinion of the statement.

HUMAN RESOURCE MANAGEMENT PRACTICES

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

No.	HUMAN RESOURCE MANAGEMENT PRACTICES	1	2	3	4	5
1	In comparison with other company, this hospital is providing extensive training to employees in their daily work.					
2	A systematic training programmes for non-technical staff is already been organised systematically in this company.	1	2	3	4	5
3	The resource e.g. amount of cost, duration of training programmes offered are satisfactory in this company.	1	2	3	4	5
4	It's experienced and professionals' facilitators that are delivering the training programme in this company.	1	2	3	4	5
5	The training programme conducted in this company is reasonable based on its content and diversity.	1	2	3	4	5
6	The company's level of wages is higher than the other company in comparison with the other company	1	2	3	4	5
7	The wages standard in this hospital is determined as satisfactory.	1	2	3	4	5
8	Salary, wages, bonuses and incentive are fairly determined in this company.	1	2	3	4	5
9	In this company, age and seniority are considered as the primary base for giving bonuses.	1	2	3	4	5
10	This company has a reasonable standard of bonus.	1	2	3	4	5

11	My present work is my career profession which enable me to achieve goal and growth in the company.	1	2	3	4	5
12	My present work is my career profession which enable me to achieve goal and growth in the company.	1	2	3	4	5
13	My present work moves me toward the achievement of career goal in the company.	1	2	3	4	5
14	I'm getting rapid increase in my salary grade in this company.	1	2	3	4	5
15	Medical line encourages me constantly to get more and recent related skills.	1	2	3	4	5

Thank you

